

ATTACHMENT 1 – RESPONSE TO PSA PROPOSED ALTERNATIVE STRUCTURE FOR PPS

There are a number of functional and structural issues with the alternative structure that has been proposed. These can be detailed as follows:

Functional issues

The PSA alternative model looks at saving 5 FTEs to make financial savings; however, this only attempts to address one factor in the requirement for reform, that is, efficiency.

A broader requirement of the reform is the combining of similar or like functions. These include the ability to focus resources at high demand areas/times, reduce duplication of management roles, provide greater consistency in service delivery to customers and move towards best regulatory and governance practice by separating accreditation, audit, and investigation and compliance functions.

The separation of these areas is instrumental in the new RMS operating model. The focus of this separation is to reduce potential risks that include single point of failure and governance while maintaining a consistent approach across the board that delivers efficient and effective operations. This will ensure that the public has confidence that a consistent approach to regulation and service delivery is provided across the bus, coach, taxi driver, hire car, tourist vehicles, tow truck and heavy vehicle areas. Further a separation of regulatory related functions is highly recommended by the Independent Commission Against Corruption (ICAC). The existing operational structure conflicts with contemporary regulation models.

The key focus of the reforms across the Safety and Compliance Division (SCD) and RMS as a whole would not be supported by the PSA alternative model as it would maintain the current service and regulatory delivery model which does not meet the best practice principles outlined earlier. As such, this would result in a slightly reduced version of the current PPS model that fails to integrate with other functions that are being performed in the same areas.

The One-Stop Shop approach achieves the most desirable outcomes when applied to the delivery of similar services or functions of a transactional nature. The optimum example of this is the establishment of Service NSW which will facilitate the efficient and effective delivery of simple licensing, registration and other related service needs to the NSW public.

The Public Passenger Services Section (PPS) currently delivers not only services of this nature but is also accountable for managing the regulatory compliance of public passenger services related industries. As such, it has a mix of customer service and regulatory accountabilities. This approach presents a high risk of a single point of failure and is inconsistent with best practice delivery of regulatory accountability. These accountabilities will continue to be delivered by RMS in line with the delivery of RMS other existing customer service and regulatory accountabilities.

Structural issues

The reporting relationships in the PSA alternative model would also not support the most efficient management structure as it would maintain a single point of entry into PPS at the management level.



Further the position of Taxi tender officer as a full time position in the alternative structure does not represent an efficient use of resources, as the requirement for this role for the rollout of the tender is only for 3 or 4 months of every year. Other functions related to the management of licences from the tender are planned to occur across other positions in the Division.

Overall, the PSA alternative model does not meet the broader functional requirements for change and would not provide the benefits that RMS is seeking as an outcome for all of its stakeholders.

Specific issues regarding the delivery of functions and activities that have been identified during the consultation process with both PPS staff and the PSA are addressed in the attached response.

ATTACHMENT 2 – GENERAL FEEDBACK AND QUESTIONS

The following responses are provided to the general feedback and questions a number of questions concern the same or a similar topic, in those cases the responses have been grouped together. The responses are provided in bold at the end of each question.

Public Safety

- With the current Government's emphasis on the One-Stop Shop philosophy, why has the fact that the Public Passenger Services Section is precisely this model been ignored? Who made the decision to delete this service to public passenger service authorised drivers, authorised networks, authorised taxi inspection stations, accredited operators and taxi-cab and private hire vehicle licence holders?

RMS Response: The 'one-stop shop' concept is focussed on the bringing together of services and activities to provide a seamless government service to our customers usually of a simple transaction nature. It is not focussed on keeping diverse functions together. The optimum example of this is the establishment of Service NSW which will facilitate the efficient and effective delivery of simple licensing, registration and other related service needs to the NSW public.

The Public Passenger Services Section (PPS) does not only deliver these transactional services; it is also accountable for managing the regulatory compliance of public passenger services related industries. As such, it has a mix of customer service and regulatory accountabilities.

The 'one-stop shop' approach presents a high risk of a single point of failure and is inconsistent with best practice delivery of regulatory accountability, which is to separate responsibility for the delivery of enrolment, compliance, enforcement, audit, investigation, sanctions and prosecutions.

The current accountabilities will continue to be delivered by RMS, but in line with the delivery of RMS' other existing customer service and regulatory accountabilities.

PPS functions form part of the regulatory accountabilities of RMS that are managed by the Safety and Compliance Division which forms part of the Managing Journeys pillar.

It is proposed that functions delivered by PPS be separated and co-located with 'like' functions, following a line of business model, within the Safety and Compliance Division to:

- ***achieve flexibility by focusing functional resources to high risk/demand areas as needed***
- ***reduce duplication of management roles and capitalise on resource efficiencies***
- ***ensure consistency of delivery and effectiveness of outcomes by creating pools of functional expertise***
- ***achieve efficiency of operations by reducing middle management, and importantly***

- ***meet best practice in relation to regulation and governance by separating accreditation, audit, investigation and compliance functions.***

- Why has the public passenger service legislation been ignored?

RMS Response: The legislation has not been ignored. The new model that RMS has proposed will continue to meet its legislative obligations in this area, as it will in its other functional areas under its proposed model.

- Is this legislation to be repealed? If so, when?

RMS Response: RMS is not aware that there is any proposal of Government to repeal the legislation. RMS will continue to meet its legislative obligations in this area.

- If the legislation is to remain, where are the subject matter experts?

RMS Response: The legislation will remain. The current subject matter experts will be embedded into the Safety and Compliance Division (SCD) along functional lines of business for the reasons outlined earlier.

Functions delivered by the PPS realigned to other Branches within the Division include:

- ***Compliance and investigations functions – Compliance Operations Branch***
- ***Licensing and policy functions - Customer and Support Services Branch***
- ***Accreditation and audit functions - Accreditation Branch***

We will work together to minimise the impact on the delivery of frontline services to industry. All efforts are being undertaken to ensure that key aspects of the work currently undertaken by PPS will be managed in the new structure.

- The loss of the knowledge and skills base in PPS which has taken years to achieve is inconceivable. The Principal Manager, the total subject matter expert on public passenger transport and the legislation has his position/name notated "NO LONGER REQUIRED". How does RMS propose to continue the customer services provided by PPS when this skills/knowledge base has not been recognised anywhere in the restructure?

RMS Response: Please refer to the previous response. Furthermore, to effect a stable transition to the new structure in relation to the PPS functions, RMS has committed to a transition period whereby PPS personnel (including skill hire staff) may be retained for up to 12 months to assist in transitioning the PPS functions into the proposed new RMS structure.

- How does RMS justify making "savings" by abolishing a One-Stop shop facility which collected \$29million in government revenue last year with an operating budget of \$12.5million and expenditure from that fully funded budget of \$9.2 million?

RMS Response: It is proposed that PPS staff transition to RMS both as part of the current reform process being undertaken in RMS and the completion of the transfer of functions that, prior to November 2011, were undertaken by the Department of Transport (DoT) will occur.

The initial review of the RMS organisational structure was based on Government reform initiatives establishing the TfNSW cluster, Shared Services Reform, and confirming RMS functional accountabilities.

As a result, the RMS' delivery model was changed to focus on the three pillars of Building Infrastructure, Managing Journeys and Maintaining Assets, supported by enabling functions such as Corporate, Strategy & Engagement and Reform and Transformation.

PPS functions form part of the regulatory obligations of RMS that are managed by the Safety and Compliance Division which forms part of the Managing Journeys pillar.

The collection of revenue is related to the functions undertaken across Government business and has not been a consideration as part of the RMS reform of the various businesses included.

- If RMS' insight is to create a multi-skilled OneRMS why doesn't the restructure show any indication that RMS is building on the skills/knowledge base which already exists and using an already successful One-Stop shop facility? Instead, the indication is that RMS will take a new organisation – how does RMS propose to operate in the interim?

RMS Response: The skills and experience resides in our staff and not the organisational structure. The current subject matter experts will be embedded into the Safety and Compliance Division (SCD) along functional lines of business for the reasons outlined earlier.

Functions delivered by the PPS realigned to other Branches within the Division include:

- ***Compliance and investigations functions – Compliance Operations Branch***
- ***Licensing and policy functions - Customer and Support Services Branch***
- ***Accreditation and audit functions - Accreditation Branch***

The One-Stop Shop model in a service/regulatory accountability mix does not meet best practice for the reasons outlined earlier.

- Who made the decision to separate and disperse the functions carried out by PPS through its One-Stop shop facility?

RMS Response: The initial review of the RMS organisational structure, including PPS, was based on Government reform initiatives establishing the TfNSW cluster, Shared Services Reform, and confirming RMS functional accountabilities.



As a result, the RMS delivery model was changed to focus on the three pillars of Building Infrastructure, Managing Journeys and Maintaining Assets, supported by enabling functions such as Corporate, Strategy & Engagement and Reform and Transformation.

PPS functions form part of the regulatory obligations of RMS that are managed by the Safety and Compliance Division which forms part of the Managing Journeys pillar.

The approach was agreed and strongly supported by Senior Management/ Executives in consultation with senior Transport for NSW (TfNSW) executives. Ultimately, the Chief Executive of RMS will make the final decision on the model.

- Who was consulted and how did RMS arrive at this position? Where is the “proposed” operating model? We confirm that none of the management staff within PPS were consulted or involved in the restructure Proposal? Why is there NO focus on public passenger vehicles/drivers/operators/networks in any of the PDs attached to the proposed structure – from every aspect of the legislation?

RMS Response: The initial review of the RMS organisational structure, including PPS, was based on Government reform initiatives establishing the TfNSW cluster, Shared Services Reform, and confirming RMS functional accountabilities.

As a result the RMS delivery model was changed to focus on the three pillars of Building infrastructure, Managing Journeys and Maintaining Assets, supported by enabling functions such as Corporate, Strategy & Engagement and Reform & Transformation. Following on from this, staff led project teams focused on the detailed design of the new organisation, with a One RMS approach.

For the proposed Safety and Compliance Division organisation structure, senior management from all branches, with extensive subject matter expert knowledge of the relevant functional areas, worked with HR, and the Reform and Transformation Group over several months to develop detailed branch structures.

All positions at USS 12 level and above have been determined by RMS Executive and Director General TfNSW as part of the broader structural changes to RMS.

An initial two week consultation period with all staff opened on Monday 5 August for the Proposal document for positions USS 11 and below. The comment period was extended to close on Friday 23 August to provide staff additional time to comment on the proposal. All comments will be reviewed and taken into consideration as part of the Determination.

A number of PPS staff have raised concerns about the content of some of the proposed Position Descriptions (PDs) for positions which it is proposed they be matched to.

It is not current RMS practice to include all specific or detailed business

requirements and tasks within a PD. Policies and procedures may also incorporate practices and procedures relevant to a particular function can be reflected in those documents in a timely manner. This generic approach to PD's allows a more manageable and responsive approach to maintaining currency of PDs.

Staff have highlighted errors relating to the PDs and these have been amended prior to the Determination where those errors are valid. However it is not our intention to replicate current PPS PDs in the proposed structure for Safety and Compliance. This is part of the functional alignment across the Division. PDs for the following positions have been amended as a result of feedback provided by PPS Staff:

- i. Compliance Office*
- ii. Investigations Officer*
- iii. Scheme Inspections Officer*

While the PDs may be generic, therefore, the business rules and procedures will determine the particular functions to be performed.

- Is the "Strategy Artefact" produced by Dr Diccon Vokins and entitled "Accreditation and Assurance Branch Targeted Tactical Compliance Plan for Taxis: Business Tactics within a Strategic Framework" considered to be the "consultation process" associated with PPS? If so, how does this relate to what PPS does and how was it determined from this report that PPS should be disbanded? How does it relate to the private hire vehicle and bus industries of NSW? And, more precisely, how it relate to genuinely to anything PPS does in relation to the public passenger legislation? How does a consultancy that cost more than \$200,000 taxpayer's funds justify the abolition of PPS? Where does this report fit in and how has it been used by RMS' Reform Committee? From the report's outcome it appears that the restructure does not adhere to its overriding recommendation that PPS continues to operate as it is.

RMS Response: The "Strategy Artefact" was not taken into consideration. However the model proposed in that report is already used in managing RMS' other existing regulatory obligations.

- Who will be trained in understanding and application of the public passenger transport legislation and by whom?

RMS Response: The training currently used will be adopted. Staff requiring training in order to effectively deliver their duties will be trained. Subject matter experts from the current PPS will also be embedded within the new structure to take across the understanding and application of the legislation.

Two training sections are proposed in the new SCD structure. Enrolment Training (Customer & Support Services Branch) and Compliance Training (Compliance Operations Branch) which will provide a mix of service related and compliance training for staff involved in audit, investigation, accreditation and compliance activities. "Fit for purpose" training modules will be developed by the relevant training team.

- Who will hold delegations under the public passenger transport legislation? (For example, who will be responsible for making decisions on suspensions, cancellations, variations, refusals of driver authorisations, operator accreditations, network authorisation, and inspection station authorisations?)

RMS Response: The Delegations Manual will be reviewed and updated based on the updated operating model and structure. This will apply to all relevant positions within SCD and RMS. The responsibility for managing and maintaining the delegations across SCD has been assigned to the Executive Officer position that reports to the Director SCD who will work closely with relevant managers and Legal Branch to ensure delegations are maintained in a timely and appropriate manner.

- PPS staff have been “assigned” to up to four different General Managers under the proposed structure (thereby abolishing the One-Stop Shop facility) and “slotted” into positions which have no relevance to the functions they currently undertake.

RMS Response: PPS staff will be embedded into SCD along functional lines of business for the reasons outlined earlier.

Functions delivered by the PPS realigned to other Branches within the Division include:

- ***Compliance and investigations functions – Compliance Operations Branch***
- ***Licensing and policy functions - Customer and Support Services Branch***
- ***Accreditation and audit functions - Accreditation Branch***

The One-Stop Shop model in a service/regulatory accountability mix does not meet best practice for the reasons outlined earlier.

We will work together to minimise the impact on the delivery of frontline services to industry. All efforts are being undertaken to ensure that key aspects of the work currently undertaken by PPS will be managed in the new structure.

- What is the exact model RMS is operating under for administration of public passenger services in NSW and how is it projected that this offers a better alternative to the One-Stop Shop facility?

RMS Response: Please refer to earlier responses in relation to this issue.

- What will happen with TfNSW’s contract with CrimTrac for criminal history background checks on applicants for public passenger vehicle driver authorisation or public passenger service operator accreditation? (The contract is now with RMS and is very strict in terms of the contract parties and the conditions contained therein).

RMS Response: As RMS is an agency operating under the TfNSW transport cluster, the contract will still be relevant. Other areas of the

Division also have access to CrimTrac.

- Who will undertake the regular CrimTrac audits (required as part of the contract conditions) conducted by PPS within the “proposed” structure?

RMS Response: This work will be managed by the Operational Data Officer and the Enrolment Processing Officers depending on whether it is required for management of the participant within the scheme or as part of the enrolment or renewal processes.

- What “model” (matching principles and guidelines) was used to place staff from PPS to “positions” in the restructure? Who made these decisions?

RMS Response: As a result of the transition of staff from Department of Transport (DoT) to RMS, agreement was reached amongst executive management at RMS and TfNSW to, where possible, match existing PPS staff to positions in the proposed SCD structure. Matching was conducted on the basis of equivalent or similar grade and similar skills/accountabilities to work currently being performed by each PPS staff member.

While the functions of PPS and responsibility for staff were transferred to RMS on 1 November 2011, the transition of PPS staff into RMS and under its employment has not, up to now, been effected.

- What stakeholders – such as NSW Taxi Council, BusNSW, the NSW Taxi Industry Association, the NSW Taxi Driver Association, the MTA, the travelling public, public passenger vehicle drivers, operators, licence holders, networks, the Disability Council, the Office of Transport Safety Investigations, NSW Police Service, Sydney Airports Corporation, IPART, the CrimTrac Agency, etc etc – have been consulted about the propose changes to the One-Stop Shop?

RMS Response: In all cases of reform and restructure consideration is first given to staff and secondly to stakeholders. PPS operates under a regulatory framework and the broader interests of the community in relation to safety takes precedence over the industry stakeholder interests.

Consultation with Transport for NSW commenced during the development of the OneRMS operating model. The consultation process with key stakeholders has recently commenced. Further briefings will be undertaken with key stakeholders following implementation of the new model and structure.

- Why has the Principal Manager, Compliance and Regulation been deleted from RMS’ structure? The Principal Manager is the consummate subject matter expert in public passenger legislation – in understanding it and applying it – and the proposed structure has “Not longer Required” noted beside his name and position. Who made the decision that there is no place for a subject matter expert in the restructure? Why was this decision made?

RMS Response: The current subject matter experts (SMEs) will be

embedded into the Safety and Compliance Division (SCD) along functional lines of business for the reasons outlined earlier.

This approach will:

- *achieve flexibility by focusing functional resources to high risk/demand areas as needed*
- *reduce duplication of management roles and capitalise on resource efficiencies*
- *ensure consistency of delivery and effectiveness of outcomes by creating pools of functional expertise*
- *achieve efficiency of operations by reducing middle management*
- *meet best practice in relation to regulation and governance by separating accreditation, audit, investigation and compliance functions.*

In applying this approach, the relevant SMEs will report along their functional line management. However, to effect a stable transition to the new structure in relation to the PPS functions, RMS has committed to a transition period whereby PPS personnel (including skill hire staff) may be retained for up to 12 months to assist in transitioning the PPS staff and functions into RMS.

MEDICAL ASSESSMENTS

- There are **major** differences in medical reporting requirements between authorised public passenger vehicle drivers and residents of NSW seeking a normal driver licence.
- How does RMS propose to ensure fit and proper assessments, including, but not limited to, **medical assessments** for authorised public passenger vehicle drivers will continue to ensure the **safety of the travelling public of NSW**? The Public Passenger Services Section currently manages 52,000 authorised public passenger vehicle drivers.
- Who will conduct medical assessments in accordance with Section 29(2)(e)(i) of the Passenger Transport Regulation 2007?

To suggest that the driver of a bus which can carry up to 100 passengers (articulated bus) is a similar driving task to that of a person undertaking a medical because of advanced age is misleading at the least and can compromise public safety if such a philosophy is adopted holistically.

- Public Passenger Services currently utilises the services of a doctor with specific medical occupational qualifications and 2 registered nurses with occupational qualifications for reviewing medical assessments provided by public passenger vehicle drivers. While RMS has a medical section that **processes** medical assessment it does not have any medically trained processors involved in the standard process.
- Was the Office of Transport Safety Investigation's (OTSI) Report, and recommendations, following the Spit Road, Mosman bus accident in 2005 considered in the "restructure"? In particular, but not limited to OTSI's

recommendations to the then Ministry of Transport:

“Ensure that it maintains independent capability to conduct thorough and timely reviews of medical assessments of drivers holding, or seeking to hold, a Public Passenger Vehicle Driver’s Authority”.

“Review its system of monitoring adherence to the health assessment regime;

Review its system of monitoring compliance with any special conditions attached to a driver’s authorisation.”

- To ignore the above can only be described as “corporate amnesia”.

RMS Response: *The issues above are addressed in the following combined response.*

Section 29(2)(e)(i) of the Passenger Transport Regulation 2007 relates to being lawfully able work in Australia. The requirements around medical assessments is section 29(2)(d) of that Regulation. This legislation is consistent with our licensing regulation.

The same standards are used to assess the medical fitness of a public passenger vehicle licence holder as RMS use to assess the medical fitness of a commercial licence holder with LR to MC (heavy vehicle) licence types. The standards are found in ‘Assessing fitness to drive’ medical standards, published by Austroads. The medical standards were developed in consultation with a wide range of medical colleges and expert specialists and have been adopted by all licensing jurisdictions and medical practitioners in Australia.

The recommendations were considered in the development of the new model. The recommendations cited from the OTSI report relate to system and process failures by the regulator. SCD, in clear acknowledgment of its regulatory obligations, is highly experienced in and conscious of managing system and process risks to ensure that regulatory, compliance and consequent public safety risks are mitigated. We consider that we have a sound understanding of all requirements in relation to medical assessments related to PPS and will ensure these requirements are met.

Furthermore, to effect a stable transition to the new structure in relation to the PPS functions, RMS has committed to a transition period whereby PPS personnel (including skill hire staff) may be retained for up to 12 months to assist in transitioning the PPS staff and functions into RMS. During this transition period, the delivery model for medical assessments for public passenger services will be reviewed.

BUS OPERATOR ACCREDITATION SCHEME (BOAS)

BOAS has been abolished in the proposed structure.

Are you aware of what BOAS actually does?

- Who undertook an appropriate risk assessment when making this decision?
- What was the result of the risk assessment? How has the proposed structure been developed to ensure these important safety critical functions continue?

- Can you explain your vision of bus safety and how the regulator will now achieve this? Additionally have the following issues been considered?

RMS Response: The Bus Operators Accreditation Scheme (BOAS) is a scheme and as such has not been abolished. The delivery of the functions and activities relating to administration and management of BOAS will be delivered in accordance with the functional delivery model outlined earlier.

The proposed structure of RMS includes the creation of two bus safety officers which are placed in the "ACCREDITATION BRANCH". The role of bus safety officer reflects responsibilities transferred from the Independent Transport Safety Regulator and is an entirely different role to functions undertaken by BOAS. We have not been able to identify the reasoning process behind placing such an important responsibility into a branch that does not appear to have the experience to undertake such responsibility.

- Who within the Accreditation Branch has the necessary qualifications or experience to undertake the duties of these roles?
- The bus safety officer roles are graded at a low level. Why?
- Who will be responsible for the management of bus safety for NSW?

Under the *Passenger Transport Act 1990* (The Act), all operators of public passenger bus services must be accredited, to be able to provide services legally in NSW. Applicants for accreditation must complete an accredited bus operator training course which accords with the training standards issued by TfNSW on 7 April 2006.

BOAS was introduced on 1 July 2005 to improve bus safety, to ensure that the bus operators comply with the requirements of the Act by providing safety and reliable passenger services to improve the effectiveness and efficiency of bus operations. It was also introduced to align with the wider bus reform process, to formalise accreditation standards and conditions and to consolidate various requirements applicable to operators under the Act. BOAS also responded to industry wide concerns about weaknesses detected in the industry.

The key elements of BOAS are:

- A requirement for operators to apply for reaccreditation and renew accreditations every three years;
- An auditing program which includes Annual Self Assessment Reports (ASARs) and three yearly independent audits;
- Standards incorporated in a comprehensive handbook;
- An Audit Tool;
- Safety Management Systems and Drug and Alcohol Programs.

The accreditation process requires that the operator is a person of a suitable character and fitness and has the competency to operate public passenger services in accordance with the Standards and Conditions proscribed by the Act and the Regulation.

There are two types of bus operator accreditation comprising Regular Passenger Services (RPS) and Long Distance, Tourist and Charter Service (LDTCS). The principal purpose of accreditation is to ensure safe and reliable passenger bus services to the travelling public of NSW.

RMS Response: *The issues above are addressed in the following combined response.*

The handover of the ITSr responsibility to the Accreditation and Assurance Branch for overall bus safety in NSW occurred with the change of legislation in early 2013 and the official handover from ITSr occurred in April 2013. Before that handover, the responsibility for overall bus safety for NSW did not reside in either PPS or SCD. The legislative changes that caused the transfer of responsibility from ITSr meant that there was always going to be a transition period in relation to this responsibility. BOAS does not cover all of the requirements of the new responsibilities.

The responsibility for BOAS has been with the Accreditation and Assurance Branch for seven months and it is proposed that BOAS management will stay within the proposed Accreditation Branch. The responsibility for overall bus safety for NSW will remain in the proposed Accreditation Branch because of the strong link between BOAS and bus safety. The ITSr handover discussions and documents identified that BOAS is the major tool to be used in reviewing bus safety, along with intelligence. Having the responsibilities for BOAS, bus safety and intelligence within the one branch enables strong working relationships between those areas to effectively implement overall bus safety in NSW.

To successfully implement the requirements for overall bus safety in NSW RMS will be advertising, recruiting and selecting suitably qualified/skilled persons to undertake the duties of the roles. The independent evaluators that evaluated the bus safety officer roles identified that the skills and responsibilities required for the roles warranted a USS9 level, using the same evaluation tools used for evaluating other positions. In having these skills available however, the General Manager remains ultimately responsible for Bus safety in NSW.

With the deletion of BOAS and no reference in the restructure of RMS, the following questions arise:

- Who will be responsible for the independent Bus Operator Accreditation Scheme certified auditors?

RMS Response: *The Bus Operators Accreditation Scheme (BOAS) is a scheme and as such has not been abolished. The delivery of the functions and activities relating to administration and management of BOAS will be delivered in accordance with the functional delivery model outlined earlier. The Third Party Inspection Officers (Accreditation Branch) will be responsible for this function/activity.*

- Who will be responsible for the Annual Self Assessments of accredited by operators?

RMS Response: *The Scheme Review Officer (Accreditation Branch) will be responsible for this function/activity.*

- Who will ensure that accreditation requirements are maintained?

RMS Response: The Senior Manager Schemes (Accreditation Branch) will be responsible for this function/activity.

- TfNSW issues hundreds of millions of dollars worth of bus contract to regular route and school bus service bus operators in NSW. Who will ensure that bus contracts issued for regular route and school bus service across NSW by TfNSW are issued to accredited bus operators.

RMS Response: The Team Leader Scheme Reviews (Accreditation Branch) will be responsible for this function/activity.

- Who will undertake the skills assessment and recertification of independent auditors? The person who undertakes the skills assessment and recertification is required to be certified with RABQSA. Who has the RABQSA qualifications within the RMS restructure to certify auditors?

RMS Response: Third Party Inspection Officers (Accreditation Branch) will undertake the skills assessment and recertification of independent auditors. Staff who are successful in gaining the positions will be required to attain the qualification. Currently the staff member matched to the Team Leader Scheme Review (Accreditation Branch) position has the relevant qualifications.

- Who will be responsible for the ongoing management of independent auditors who undertake audits for accredited bus operators in accordance with the Passenger Transport Regulation 2007?

RMS Response: The Third Party Inspection Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for training of auditors who undertake accredited bus operator audits?

RMS Response: The Enrolment Training Section (Customer and Support Services Branch) will be responsible for this function/activity. Training programs are developed as needed and when required outsourced to qualified and skilled RTOs. Our understanding is that PPS utilises external certifiers for auditing – SCD already has quality auditors trained externally by accredited organisations such as NATA. Compliance Operations Branch is a quality accredited measurement laboratory.

- Who will be responsible for issuing information? Alerts about bus safety issues?

RMS Response: The Bus Safety Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the Bus Incident Management Database?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for reviewing independent audits provided by accredited bus operators?

RMS Response: The Scheme Review Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will TfNSW's regional officers (Wollongong and Newcastle) report to regarding independent audits to ensure consistency? How will TfNSW's regional offices in Newcastle and Wollongong be incorporated into RMS' proposed structure if the BOAS function no longer exists?

RMS Response: BOAS will continue to exist so there will be no need to incorporate officers. We will work closely with TfNSW to review how those areas would work and ensure there is a consistent approach.

- Who will accredited bus operators contact for exemptions and extensions for audits?
Who will assess/review and approve these requires?

RMS Response: The Team Leader Scheme Inspections (Accreditation Branch) will be responsible for these functions/activities.

- Who will accredited bus operators contact for exemptions on maintenance and other associated issues? Who will review/assess and approve these requests?

RMS Response: The Senior Manager Schemes (Accreditation Branch) will be responsible for these functions/activities.

- Who will update and maintain the Annual Self Assessment Reports for accredited bus operators? There are approximately 1500 reports submitted per year.

RMS Response: The Schemes Review Officers will be responsible for this function/activity.

- Who will assess/review and approve fit and proper, good repute and financial viability of applicants for bus operator accreditation?

RMS Response: This is part of the enrolment and re-enrolment process. The Enrolment Processing Officer (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will assess/review and approve requests for upgrading bus operator accreditation?

RMS Response: The Senior Manager Schemes (Accreditation Branch) will be responsible for this function/activity.

- Who will inspect/attend proposed operator's sites to ensure Council approval has been given for bus depots and that these sites meet standards?

RMS Response: This is part of enrolment and re-enrolment process – If an

onsite inspection is required, an authorised officer will attend.

- Who will prepare show cause, suspensions, cancellations and refusals for bus operator accreditation?

RMS Response: Sanctions will be determined at the appropriate stage in the process and applied by the General Manager Prosecutions, General Manager Accreditation and General Manager Customer and Support Services as appropriate.

- Who will administer the exemptions already given to certain accredited bus operators?

RMS Response: The Senior Manager Schemes or delegate (Accreditation Branch) will be responsible for this function/activity.

- TfNSW issues millions of dollars worth of bus contracts to regular route and school bus service bus operators in NSW and depend on BOAS to ensure that the operators are appropriately accredited and have in place required risk assessments/ safety management systems in place. How does RMS propose to ensure that the TfNSW has the correct and accurate information about bus operators?

RMS Response: Please see earlier response as this question has been submitted twice.

LICENSING AND ACCREDITATION (incorporating vehicle licensing, public passenger service operator accreditation and public passenger vehicle driver authorisation)

- Driver authorisation and vehicle licensing (taxi-cab and private hire vehicle) are two completely separate and distinct entities under the public passenger legislation. Driver authorisation is a specific description and no distinction has been made between “licensing” and authorisation” in any identified position description/function in the restructure? Where is this function?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for driver authorisations.

Vehicle licensing is a transactional function that will be undertaken by the Enrolment Processing Officers.

- Who will undertake “fit and proper” assessments in accordance with Section 29(1) and (2) of the Passenger Transport Regulation 2007?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for undertaking this function/activity during entry and re-entry. The Senior Manager Schemes (Accreditation Branch) will manage this process on an ongoing basis for requirements of the Accreditation Branch. The Operational Data Officers will be responsible for day to day implementation.

- Who will undertake the Sydney Knowledge and Regulation Tests for taxi-cab drivers and where will they be undertaken? PPS staff supervise over **1600** tests per annum and passing this test is a vital element in whether or not an applicant for a metropolitan taxi-cab driver authorisation is successful or not?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for undertaking this function/activity at its current location. If an alternative location is required, it will be in the Sydney region. Alternative models will be considered as part of the new driver testing strategy which will facilitate a more flexible customer focussed model.

- Who will be responsible for the high volume of telephone and counter enquiries and where will these enquiries be directed? How does a dispersed model adhere to the “customer is at the centre of everything we do”?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for undertaking this function/activity. RMS will review the current handling arrangements with a view to building on RMS’ extensive customer service resources.

The new RMS operating model further raises the influence and importance of the customer by establishing journey management, which takes an end-to-end/whole of lifecycle approach to managing customer needs and customer regulatory obligations.

- Who will issue warning letters to public passenger vehicle drivers in relation to criminal and traffic matters detected through daily data matching – in accordance with Section 44 of the Regulation?

RMS Response: The Operational Data Support Officer will issue the warning letters following the matching done by the Operational Data Officer (Accreditation Branch).

- Who will hold the delegation to lift suspensions in instances where authorised drivers meet the criteria in accordance with section 29(2)(b) of the Regulation?

RMS Response: The Senior Manager Schemes (Accreditation Branch) will have delegation for this function/activity.

- Who will be responsible for issuing Wheelchair Accessible Taxi driver authorisations in conjunction with the NSW Taxi Council in accordance with section 43 of the Regulation?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will conduct visa checks on driver authorisation/operator accreditation applicants in conjunction with the Department of Immigration and Citizenship?

RMS Response: The Enrolment Processing Officers (Customer and

Support Services Branch) will be responsible for this function/activity.

- Who will determine tenure for applicants for driver authorisation?

RMS Response: The Team Leader Enrolment Processing (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will be responsible for the implementation of mutual recognition criteria for interstate and New Zealand driver authorisation applicants?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Where is the adjudicator for “fit and proper” assessments of applicants for public passenger vehicle driver authorisation, operator accreditation, taxi-cab network authorisation and taxi-cab inspection station authorisation and who is the person – what knowledge do they have of the specifics of the public passenger legislation?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity. PPS staff with current skills and knowledge will be embedded within the structure as Enrolment Processing Officers.

- Who is responsible for the implementation of the Interstate Driver Licence (IDL) implementation scheme?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will assess and issue new public passenger vehicle driver authorisations? Who will assess and issue renewal public passenger vehicle driver authorisations? Where will these authorisations be issued from? Where is the counter to be located?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity. It is proposed that the counter will be at Parramatta at the current location until another counter location is found. Lease arrangements require the counter to eventually move.

- Who will undertake daily data matching (COPS and DRIVES) for authorised drivers and accredited operators? Who will collate the information received and disperse the information to the appropriate areas for attention? What priority will be given to this information if it is to be dispersed among three or four different Branches?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity. This function will not be dispersed.

- Who will assess, review and accept proposed taxi-cab company livery and uniforms?

RMS Response: *The General Manager Accreditation or its delegate (Accreditation Branch) will be the delegate responsible for this function/activity with the day to day processing being within the Schemes Unit. .*

- Who will assess Wheelchair Accessible Taxi (WAT) licences – new and renewal applications? Who will assess operator and proposed drivers, vehicle compliance, etc?

RMS Response: *The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.*

- Who will be responsible for managing and calculating taxi-cab licence values through the current CPIs?

RMS Response: *The Finance Unit (Compliance Operations Branch) will be responsible for this function/activity.*

- Who will be responsible for evaluating the monthly taxi-cab licence value average and calculation of private hire vehicle licence fees in country/regional NSW using the bond rates?

RMS Response: *The Finance Unit (Compliance Operations Branch) will be responsible for this function/activity.*

- Who will be responsible for publishing this information?

RMS Response: *RMS' Strategy and Engagement Division is responsible for coordinating and publishing communications/information material.*

- Who will be responsible for managing and reviewing the various types of taxi-cab licences, including, but not limited to, Nexus licences, stand-by taxi-cabs, time restricted taxi-cabs licences awarded under the Hire Car Compensation Package?

RMS Response: *The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.*

- Who will be responsible for assessing the equity in time restricted taxi-cab licences awarded under the Hire Car Compensation Package when those taxi-cab licences are transferred (sold)?

RMS Response: *The Finance Unit (Compliance Operations Branch) will be responsible for this function/activity.*

- Who will be responsible for the on-hold and daily changeover of accredited operators for taxi-cabs and private hire vehicles?

RMS Response: *This question is ambiguous and could be misinterpreted. Please clarify this question to allow us to respond.*

- Who will be responsible for assessing vehicles where accredited operators wish to change vehicles?

RMS Response: This question is ambiguous and could be misinterpreted. Please clarify this question to allow us to respond.

- Who will be responsible for the collation of monthly statistics prepared and distributed to PPS' stakeholders in relation to authorised drivers, accredited operators, accredited taxi-cab networks, cancellations, suspensions, refusals etc?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for managing the accreditation payment/renewals for accredited operators?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will issue "on-management" letters for taxi-cab and private hire vehicle operators? And, who will assess whether the nominated managers/directors of those accredited operators are fit and proper?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will ensure/monitor that when a tax-cab or private hire vehicle accredited operator is absent from the location for which the licence is issued for any period of time (for example, on holidays) that another accredited operator is managing that service?

RMS Response: The Scheme Support Officer (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for assessing/reviewing and issuing private hire vehicle licences?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will undertake taxi-cab licence transfer (ie sales)? Where will these be conducted from?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will be responsible for the monthly calculation of the transfer tax applicable to taxi-cab and private hire vehicle licence transfers?

RMS Response: The Enrolment Processing Officer will be responsible for this function/activity and will work closely with the Finance Unit

(Compliance Operations Branch)

- Who will issue private hire vehicle replacement vehicle permits? Where will these be issued from? Where will the counter for these transactions be located? Where will the decision be made that the permit can be issued and is legitimate? Who will ensure that the permit is returned at its expiry and that the private hire vehicle to which the licence is attached is back on the road?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity. There is no proposed change to the current arrangements.

- Who will process monthly private hire vehicle licence fees? Who will monitor these payments? Who will issue default letters to private hire vehicle short-term licence holders?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will be responsible for ensuring that private hire vehicle licence holders whose payments are in default are cancelled and who will ensure that those licence holders are taken off the road because they do not hold a valid licence?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will manage and administer the Annual Tax Tender Process?

RMS Response: The Scheme Project Officer (Accreditation Branch) will be responsible for this function/activity. This is detailed in the PD for this position.

- Who will be responsible for the preparation, assessment and approval of taxi tender licence documents?

RMS Response: The Scheme Project Officer (Accreditation Branch) will be responsible for preparation of documents. The Senior Manager Schemes (Accreditation Branch) will be responsible for undertaking assessment. The General Manager Accreditation (Accreditation Branch) will be responsible for approvals.

- Why has there been no allocation of staff resources for these processes?

RMS Response: Please see response to previous question.

- Who will conduct the tender? How will the tenderers be assessed?

RMS Response: Please see response to previous question. There is no proposed change to the tender assessment process.

- Where will a service be set up to allow tenderers who do not have access to computers to submit their applications on line?

RMS Response: There is no proposed change to the current practice.

- Where will successful tenderers attend to pay the “Completion Bond”?

RMS Response: There is no proposed change to the current practice.

- Who will be responsible for issuing letters to successful/unsuccessful tenderers?

RMS Response: The Senior Manager Schemes (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for issuing renewals to successful tenderers who can renew the licence for up to nine years after the initial year of the annual tax licence?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will be responsible for the taxi tender instalment payments and declines through the Westpac Payway system?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will be responsible for monitoring expired taxi-cab/private hire vehicles licences?

RMS Response: The Operational Data Officer (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for assessing whether or not to accept a late application for a licence renewal? Which area does this process fall under?

RMS Response: The Team Leader Enrolment Processing (Customer and Support Services Branch) will be responsible for this function/activity.

- Who will be responsible for identifying non-licence holders operating a public passenger service and ensuring that these operators are referred to compliance officers for investigation/prosecution etc?

RMS Response: Information regarding the identification of non-licence holders operating a PPS is received from a number of sources. There is no proposed change to the current process of forwarding this to compliance officers as it occurs.

- Who will undertake daily data matching, collate the information received and disperse the information to the appropriate areas for attention? What priority will be given to this information if it is to be dispersed among three or four different Branches?

RMS Response: The Operational Data Officer (Accreditation Branch) will be responsible for this function/activity.



- Who will be responsible for the AP file held in PPS for registered authorised taxi-cab companies/networks/operators who claim payments through the Taxi Transport subsidy Scheme which is administered by TfNSW?

RMS Response: The Enrolment Processing Officers (Customer and Support Services Branch) will be responsible for this function/activity.

FINANCIAL ANALYST

- Who will assess the financial capability of applicants for WAT licences?
- Who will assess financial viability of public passenger service operators to ensure, for example, that they have the financial capacity to maintain vehicles, keep insurances required under the legislation, etc?
- Who will assess applications for the WAT vehicle interest free loans (the budget for which is provided by TfNSW)? This “scheme” was introduced in 1987 to encourage the deployment of WATs in regional NSW. Where is it allocated within the restructure?
- Who will undertake financial viability assessments for accredited operators who wish to increase the number of vehicles they operate and recommend/refuse an increase in vehicles operated?
- Who will review the financial viability of authorised taxi-cab networks on a rotational basis as required under Section 7 of the *Passenger Transport Act 1990*?

RMS Response: The issues above are addressed in the following combined response.

The Operational Planning and Development Section (Compliance Operations Branch) will be responsible for these functions/activities. However, as mentioned previously the work will be transitioned into this area working closely with current TfNSW staff involved in this activity.

STRATEGY AND REPORTING

- Who will be responsible for managing the taxi-cab secure taxi ranks?

RMS Response: The Finance Unit (Compliance Operations Branch) will be responsible for this function/activity.

- Who will be responsible for monitoring/assessing WAT taxi-cab driver incentive payments?

RMS Response: The monitoring and assessment will be undertaken by the Passes and Schemes area of Transport for NSW.

- Pursuant to clause 43 of the *Passenger Transport Regulation 2007* who will do the development, implementation, review and evaluation of training of drivers including remedial training.

RMS Response: *The Enrolment Training Officers (Customer and Support Services Branch) will be responsible for this function/activity.*

- Who will be responsible for taxi cameras system?

RMS Response: *The Compliance Operations Branch has experts in the field of camera technology. Taxi camera systems will be managed by them if required. Compliance Technology in Compliance Operations Branch currently manages all fixed digital speed cameras, red light speed cameras, Bus Priority Enforcement Systems, Mobile Speed Camera, Point to Point Cameras and Safe T Cam systems throughout NSW.*

- Pursuant to clause 114 of the *Passenger Transport Regulation 2007* who will monitor compliance of the security cameras requirements in public passenger vehicles.

RMS Response: *Compliance Officers (Compliance Operations Branch) will continue to undertake this function.*

- Who will be responsible for managing the Authorised Taxi Inspections Stations program across NSW, approx 117? Pursuant to clause 119 of the *Passenger Transport Regulation 2007* who will monitor accreditation, audit and regular inspection of taxi cabs in accordance with standards, probity and conduct of taxi inspection stations.

RMS Response: *Obligations under the regulation will be managed by the Schemes section (Accreditation Branch) ie Third Party Inspection Officers*

- Accommodation standards in taxis – Pursuant to clause 109(7) of the *Passenger Transport Regulation 2007* who will monitor that taxi cabs are compliant with circular 0-14-4 Single Uniform Type Inspection (SUTI) Manual for Third Edition Australian Design Rules (ADRs).

RMS Response: *Compliance Officers (Compliance Operations Branch) will continue to undertake this function.*

- Who will be responsible for the pre-paid taxi fare project? Pursuant to clause 163A of the *Passenger Transport Regulation 2007* who will monitor the taxi fare pre-payment trial on the Central Coast and the pre-paid taxi fares at the two Kings Cross secure taxi ranks.

RMS Response: *Pre Paid Taxi Fare Project is managed by TfNSW and will have the ongoing support of the Schemes Project Officer (Accreditation Branch).*

- Who will be responsible for managing the Secure Taxi Ranks program? We currently manage the contract, contract variation, payments, reporting,

training protocols, assessment, evaluation procedures and procurement through public tender etc. for 47 secure ranks within NSW.

RMS Response: Operational Planning and Development Section (Compliance Operations Branch) will be responsible for this function/activity.

- Who will monitor that security guards engaged by Roads and Maritime Services comply with the contract requirements and ensure the guards perform their duties in accordance with the regulations pertaining to taxis.

RMS Response: Operational Planning and Development Section (Compliance Operations Branch) will be responsible for this function/activity.

- Who will be responsible for compliance action as result of incidents at the secure taxi ranks?

RMS Response: Non-compliance with contractual obligations will be the responsibility of Operational Planning and Development Section (Compliance Operations Branch). Incidents related to safety will be the responsibility of Compliance Officers (Compliance Operations).

- Who will be responsible for managing the Taxi Performance Data as a requirement of the Taxi Network Standards under the *Passenger Transport Act 1990* and *Passenger Transport Regulation 2007* ie. monthly reporting of the standard taxi KPIs, WAT KPIs and WAT performance by taxi networks?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

The data is required by IPART for the annual taxi licence determination and taxi fares determination. The data is also provided to TfNSW for planning and programs under the Policy and Regulation Division.

- Who will be responsible for the management of the Taxi KPI database which also includes being the Online Support Officer for the database for 15 Sydney metropolitan taxi networks and 3 regional taxi networks?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

It is also proposed to extend the taxi KPI requirements to include country taxi networks. Who will be responsible for the project development to include the enhancements to the Taxi KPI Database and provide 'Online Support'?

RMS Response: The Schemes Project Officer (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for compliance action required as a result of taxi performance? This may include penalties.

RMS Response: Compliance Officers (Compliance Operations

Branch) will be responsible for this function/activity.

- Who will be responsible for managing the taxi fringe area performance KPI data as part of the fringe area licences?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for managing the publication of the taxi performance data on TfNSW's website?

RMS Response: RMS' Strategy and Engagement Division is responsible for coordinating and publishing communications/information material.

- The Bus Incident Management Database (BIMD) is a regulatory requirement for all accredited bus operators and they must report bus incident/accidents to RMS via the database.

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for managing the database.

- Who will be responsible for managing the BIMD which also includes being the Online Support Officer and liaising with approximately 1,500 bus operators throughout NSW?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- It is also proposed to extend the BIMD as a result of the BIMD Improvement Project. Who will be responsible for the project development to include the enhancements to the BIMD and provide 'Online Support'?

RMS Response: The Schemes Project Officer (Accreditation Branch) and Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the daily, monthly and bi-monthly bus incident reporting?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for compliance action required as a result of a bus incident?

RMS Response: The Public Vehicle Investigators (Compliance Operations) will be responsible for this function/activity.

- Who will be responsible for liaising with the Newcastle/Wollongong TfNSW offices as a result of a bus incident within their jurisdiction?

RMS Response: The Public Vehicle Investigators (Compliance Operations) will be responsible for this function/activity.

COMPLIANCE

- How does RMS propose that FOUR compliance officers can achieve an on-road presence that covers all of NSW that will ensure all public passenger vehicles and drivers in NSW comply with public passenger legislation?
- Currently twenty-one compliance staff undertakes activities in direct alliance with the public passenger transport legislation in NSW. The proposed structure indicates that FOUR compliance officers will undertake on-road activities and FOUR compliance officers will conduct investigations for all of NSW. There are currently 52,000 authorised public passenger vehicle drivers and 11,500 accredited public passenger service operators, 100 authorised taxi-cab networks/booking services and 79 country NSW and 28 Metro ATIS (each one has multiple taxi examiners who authorised by PPS). Compliance officers currently undertake approximately 100 investigations of public passenger vehicle drivers, operators and networks per month. Currently compliance officers undertake approximately 16 on-road operations per week plus sporadic special operations with other government agencies in identified “hotspots”, plus approximately four regional NSW compliance patrols (approximately one week each patrol) per annum.
- In view of the above, how does RMS propose to continue the efficient and effective compliance/management of the public passenger industry in NSW?
- Will joint compliance operations in “hot spots” in the Sydney Metropolitan Transport District, regional NSW and the Sydney Airport Precinct continue? If so, how is it proposed that these operations will be undertaken and by whom?

RMS Response: The issues above are addressed in the following combined response.

The Compliance Officers in PPS currently deliver a mix of compliance, investigations, and audit and complaints management activities. The proposed structure and functional model separates these functions as described earlier and allocates resources to focus specifically on delivering these activities. As such the comparison of current levels with levels of resources indicated in the proposed Safety and Compliance Division structure is not appropriate or accurate. Furthermore, the proposed model allows for resources to be redirected to high risk areas as necessary. For example, there are approximately 285 Vehicle Regulation Inspectors that undertake compliance activities and can be trained to supplement compliance activities undertaken by PPS compliance officers. Furthermore, the risk management model used by SCD is based on allocating resources to high risk areas, particularly those risks that impact on safety. There is an

opportunity to review the current approach in PPS within this context.

We will work together to minimise the impact on the delivery of frontline services to industry. All efforts are being undertaken to ensure that key aspects of the work currently undertaken by PPS will be managed in the new structure.

- Who will investigate Transport Taxi Subsidy Scheme Fraud?

RMS Response: The Public Vehicle Investigators (Compliance Operations) will be responsible for this function/activity supported by other investigators within the branch as required.

- Who will investigate complaints concerning Authorised Taxi Inspection Stations (ATIS)?

RMS Response: This will depend on the nature of the complaint – complaints will be managed by the Dispute Management Officers (Accreditation Branch). Those that are deemed to be of high risk or serious in nature will be investigated by the Public Vehicle Investigators (Compliance Operations).

- Who will audit Authorised Taxi Inspection Stations (ATIS)?

RMS Response: There is no proposed change to the current delivery of ATIS audits by the external auditor.

- Who will appoint taxi meter sealers?

RMS Response: There is no proposed change to the current practice. This will be undertaken by the Compliance Officers and will be under the responsibility of the Manager Public Vehicles Investigations (Compliance Operations Branch).

- Who will undertake regular inspections of taxi-cabs, private hire vehicles and buses in NSW (not just in Sydney)?

RMS Response: There is no proposed change to the current practice. Compliance Officers (Compliance Branch) will be responsible for this function/activity supported by the other 285 Vehicle Regulation Inspectors (Compliance Operations Branch).

- Who will undertake audits of authorised taxi-cab, private hire vehicle and bus operators?

RMS Response: The Schemes Inspection Officers will be responsible for delivering Level 1 audits. Third party audits will be undertaken by third party auditors and managed by Third Party Inspection Officers (Accreditation Branch).

- Who will undertake assessments of vehicles suitable for use as a taxi-cab?

RMS Response: SUTI certificates will be accepted as per normal practice for assessment of vehicles for suitability as a taxi-cab. There is also a Vehicle Standards Unit (Compliance Operations Branch) with vehicle engineering specialists. Their role is to ensure vehicles meet all relevant standards and legislative requirements.

- Who will be responsible for reviewing/assessing technical enquiries concerning safety equipment fitted to taxi-cabs and buses?

RMS Response: The Technical Enquiries Unit (Accreditation Branch) will be delivering this function.

- Who will be responsible for the regular and on-going review of inspection standards for ATIS?

RMS Response: Inspection standards are determined by the relevant legislation. Currently, for other areas of regulation these standards and requirements are articulated in business rules, policies and procedures. Review of standards will be undertaken by the Schemes Project Officer and Vehicle Standards Unit.

- Who is responsible for the regular and on-going monitoring of authorised taxi-cab, private hire vehicle and bus drivers?

RMS Response: Data will be captured and monitored by the Intelligence unit (Accreditation Branch) for the regulation of authorised taxi-cab, private hire vehicle and bus drivers.

- Who is going to be responsible for allocating "Internal Review" requests which form part of the Appeal Rights of cancelled or suspended, or variations imposed on public passenger vehicle drivers and operators?

RMS Response: The Senior Manager Schemes (Accreditation Branch) will allocate internal reviews to a relevant independent person more senior than the officer making the decision. The internal review will be across the Branches of the Division.

- Who is going to conduct the Internal Reviews?

RMS Response: Please see the above response.

- Who will be responsible for preparing, presenting and delivering training sessions to NSW Police Service officers in relation to the *Passenger Transport Act 1990* and the *Passenger Transport Regulation 2007*?

RMS Response: This will come under the responsibility of the Team Leader Enrolment Training (Customer and Support Services Branch).

- Who will be responsible for determining that an authorised public passenger vehicle driver must attend remedial training courses in order to continue to be authorised?

RMS Response: The Senior Manager Schemes will be responsible for this function/activity.

- Who will prepare and deliver presentations to taxi drivers during the Taxi Driver Silver Service lectures conducted at authorised taxi training schools? Metropolitan authorised taxi cab drivers must complete this course in order to continue to hold driver authorisation.

RMS Response: This process will be managed by the Team Leader Enrolment Training (Customer and Support Services Branch) who will delegate the task to the relevant nominated officer.

- Who will manage and maintain the electronic penalty infringement notice system (PinForce) operated by compliance officers?

RMS Response: There is no proposal to change the current management as it is intended that the current officer will be embedded within the RMS structure. However, within the transition process the PinForce system will be reviewed to see how it can be further integrated within the RMS processes.

- Who will investigate and take action against public passenger vehicle drivers who have been subjected to a positive (or refused to be tested) Drug and Alcohol Test?

RMS Response: If the test is undertaken on the road by NSW Police then this is the responsibility of the NSW Police. If the refusal or failure is part of the operator's requirement to undertake this process under their accreditation obligations they are required to deal with the non-compliant driver. Scheme Inspection Officers will review the operator's response to any refusal and non-compliance and if a full investigation is required, Investigation Officers (Compliance Operation Branch) will undertake investigations on behalf of the RMS.

- Who will undertake site inspections for applications for public passenger service operator accreditation?

RMS Response: There is no proposed change to the current practice. Compliance Officers (Accreditation Branch) will be responsible for this function/activity supported by the other 285 Vehicle Regulation Inspectors (Compliance Operations Branch).

- Who will investigate issues with the State Debt Recovery Office (SDRO) when authorised drivers have been issued with an infringement for camera detected offences and have provided false information on the identity of the driver of the vehicle infringed?

RMS Response: The Public Vehicle Investigators (Compliance

Operations Branch) will be responsible for this function/activity.

TAXI NETWORK OFFICER (Compliance)

Taxi Network – dedicated position following the Parliamentary Enquiry into the Taxi Industry in 2009. Position ABOLISHED in proposed restructure.

- Who will be responsible for monitoring taxi networks to ensure compliance with Network Service Standards?

RMS Response: The Operational Data Officers and Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for ensuring applicable performance standards are understood and properly reported by taxi networks?

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for investigations into taxi network non-compliance with service standards and for instigating intervention where necessary?

RMS Response: The Scheme Inspection Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for collating and maintaining a central database of Network Information including current by-laws, vehicle livery and driver uniforms?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will co-ordinate and present the Taxi Driver Remedial Course? This course was implemented following a recommendation by the Administrative Decisions Tribunal so that drivers have an opportunity to review and correct their poor performance before they are suspended and/or cancelled as an authorised driver. The remedial course includes instructions in:
 - The taxi drivers 'Code of Conduct'.
 - Customer service.
 - The 'Charter of Rights'.
 - The top 10 customer complaints.
 - Authorised drivers' obligations under the passenger transport legislation.
 - How to access 'My Records'.
 - Dealing with people – best practice.
 - Fare evasion.
 - Swearing/sexual harassment/fares and overcharging.
 - Dealing with difficult customers.

RMS Response: Enrolment Training (Customer & Support Services Branch) will be responsible for this function/activity "Fit for purpose" training modules will be reviewed and /or developed and

delivered by the relevant training team, working closely with relevant officers from the Accreditation Branch.

- Who will promote, demonstrate and enforce correct complaint investigation procedures and resolution by taxi networks?

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will investigate taxi networks who do not meet service levels?

RMS Response: The Scheme Inspection Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will undertake analysis of complaint data, audit the outcomes of investigations and taxi network KPI performances?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will investigate complaints from taxi owners, drivers and operators concerning taxi network operations in addition to general service delivery from the travelling public in a manner which demonstrates best practice and accords with the *Passenger Transport Act 1990*, procedural fairness and natural justice.

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- All taxi networks, taxi co-ops and booking services (State-wide) are familiar with the Network Compliance Officer's role in assisting with issues relating to service standards, by-laws and KPI reports. Who will be their point of contact now?

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will ensure Taxi Networks maintain their service standards and submit their KPI reports?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will review changes to Network By-Laws to ensure any proposed changes meet the requirements under the *Passenger Transport Act 1990* and *Regulations*.

RMS Response: The Senior Manager Schemes (Accreditation Branch) will manage the review of network By-Laws.



Position established following Parliamentary Enquiry into Taxi Industry 2009 when it was recognised that previous processes for handling customer complaints were inadequate. Manages the Customer Feedback Management System (CFMS) and deals with serious complaints by taxi customers such as those of inappropriate behaviour by taxi drivers (including those of a sexual nature), guide dog refusal, criminal activity etc.

- Who will be responsible for the administration of the Customer Feedback Management System (CFMS)?

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the Industry Feedback Management System (IFMS)?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the registration into CFMS of ALL correspondence relating to taxi services (drivers/operators/networks)?

RMS Response: The Compliance Information unit (Compliance Operations Branch) will be responsible for this function/activity.

- Who will be responsible for the distribution of CFMS Serious Issues to the Compliance Unit for attention/investigation?

RMS Response: The Manager Intelligence (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the compilation of driver history of all compliance referrals in CFMS?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for CFMS remedial driver issues to compliance?

RMS Response: The Manager Intelligence (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the distribution of requests for Review Outcomes to compliance?

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the distribution of feedback to taxi networks for investigation?

RMS Response: The Dispute Management Officers (Accreditation Branch)

will be responsible for this function/activity.

- Who will be responsible for correspondence with Payment Service Providers for driver identification/verification?

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for customer follow-up on CFMS registrations – non-response by networks?

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for maintaining records on feedback registrations in CFMS and IFMS?

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for maintaining records on issues raised in CFMS and IFMS?

RMS Response: The Dispute Management Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for maintaining statistics/records on feedback completion rates for network KPIs?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for maintaining feedback data for IPART submissions?

RMS Response: The Operational Data Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the registration of SACL feedback on taxis, private hire vehicles and transit vehicles?

RMS Response: The Operational Data Support Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the registration of Secom feedback from Secure Taxi ranks?

RMS Response: The Operational Data Support Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the distribution of CFMS feedback to country and regional networks?

RMS Response: The Information Provision Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for undertaking CFMS and IFMS training for new staff at taxi networks?

RMS Response: The Enrolment Training section (Customer and Support Services Branch) will be responsible for this function/activity. “Fit for purpose” training modules will be developed by the relevant training team.

- Who will be responsible for liaison with the Call Centre on CFMS registration and training?

RMS Response: The Information Provision Officers (Accreditation Branch) will be responsible for this function/activity.

- Who will be responsible for the registration and handling of all inbound compliance matters requiring investigation into the Objective database?

RMS Response: The assigned Public Vehicles Investigator (Compliance Operations Branch) will be responsible for this function/activity. If the compliance matters are complaints the Dispute Management Officers will be responsible for this function/activity.

- Who will maintain records in Objective – that is, registration and closure?

RMS Response: The relevant Public Vehicles Investigator (Compliance Operations Branch) will be responsible for this function/activity. If the compliance matters are complaints the Dispute Management Officers will be responsible for this function/activity.

- Who will be responsible for maintaining records and meetings of the CFMS User Group quarterly meetings?

RMS Response: The current meeting schedule will be maintained by the Secretariat (Accreditation Branch).

- Who will be responsible for the responses to Network requests for taxi driver/operator history requests?

RMS Response: Subject to confirmation of legal compliance in sharing this data, the responsibility will reside with the Manager Intelligence (Accreditation Branch). Release of the information once approved would be the responsibility of the Operational Data Support Data.

- Who will be responsible for recording and invoicing network driver/operator history requests?

RMS Response: Operational Planning and Development (Compliance Operations Branch) will be responsible for this function/activity.



- Who will be responsible for monthly reporting of compliance and network activity to TfNSW for publication on TfNSW's internet site?

RMS Response: Operational Planning and Development (Compliance Operations Branch) and the Operational Data Officer (Accreditation Branch) will provide data to Strategy and Engagement Division for publication on TfNSW internet site.

- Who will be responsible for updating of taxi network information in TIMS for individual taxis?

RMS Response: Update of information will depend on the purpose of the information eg enrolment information will be by Enrolment Officers (Customer and Support Services Branch), accreditation information could be entered by Scheme Review Officers, Scheme Inspection Officers, Scheme Support Officers and Dispute Management Officers (Accreditation Branch) depending on the nature of information.